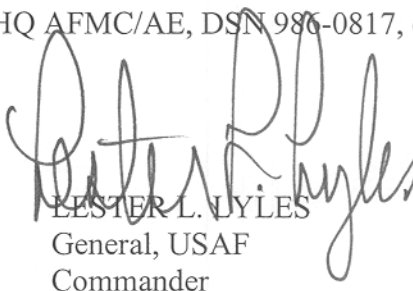FEB 2 0 2003

MEMORANDUM FOR ALHQSTAFF
ALHQCTR/CC

FROM: AFMC/CC

SUBJECT: AFMC Deployment of the Air Force Acquisition Discovery Map Learning Tool
(Joint SAF/AQ and AFMC/CC Memo, 7 Jan 03)

1. I have approved the implementation plan (Atch 2) for subject training. HQ AFMC/AE and the Center Acquisition Center of Excellence (ACE) teams have the lead to complete the initial phase of this training by 30 Sep 03. HQ AFMC/DR, in coordination with the Work Culture Transformation Board, is responsible for defining the follow-on phase, and will provide a follow-on implementation plan by 30 Apr 03.

2. It is Dr. Samburs' and my intent that this training should be mandatory for our entire professional acquisition and acquisition-related workforce. However, we must first address union obligations. Negotiations with AFGE Council 214 will be handled by HQ AFMC/DPCL. For those centers with local unions, please fulfill any bargaining obligations accordingly. Questions regarding labor relations matters may be directed to the Chief of Labor and Employee Management Relations, Mr. Raymond Rush, at DSN 787-3277.

3. I also encourage you to include other personnel such as secretaries, trainees, depot maintenance line supervisors and base procurement specialists. The goal is to reach as many of our people as possible that affect the products and services we provide to the warfighter.

4. My point of contact is Mr. David J. Weber, HQ AFMC/AE, DSN 986-0817, e-mail David.Weber@wpafb.af.mil.

LESTER L. LYLES
General, USAF
Commander

Attachments:
1. SAF/AQ and AFMC/CC Memo, 7 Jan 03
2. Implementation Plan

cc:
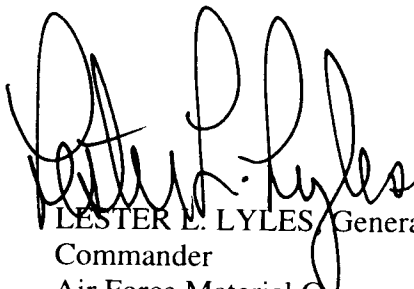SMC/CC

7 JAN 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Implementation Plan for Acquisition Discovery Map Learning Tool

Secretary Roche has challenged the acquisition community to transform the way we do business. To do that, we must not only reform our processes, but also fundamentally change the way we think and act. With that goal in mind, we are developing a new "learning tool" for the entire acquisition workforce. The "USAF Acquisition Discovery Map and Simulation Exercise" is an innovative learning activity being developed for the Air Force by Paradigm Learning Incorporated http://www.paradigmlearning.com/. Paradigm Learning Inc. uses a process called "Discovery Learning" offering a unique way for adults to learn concepts in the form of a multi-player experience.
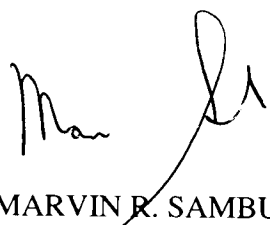
The objective of this ½-day training is to help our workforce understand the need for change, the power of innovation and collaboration, and the benefits of embracing a new way of doing business. *This training is not about changes to the process itself, but how we as individuals can change our behavior and mindset to enable acquisition transformation.*

The crucial task now is for SAF/AQX, AFMC/AE and HQ AFMC/DR, to develop an implementation plan that ensures the widest possible exposure to this training. No artificial constraints (pay grade, current certification level or acquisition coding on billets) should be placed on attendance. With few exceptions, this training should be mandatory for our entire professional workforce. Where possible, support contractor personnel should also attend. If all goes well, we should be ready to implement this training in early March 03. We intend for the roll out to be of high priority and aggressively executed. For that to happen, we need a detailed implementation plan by 31 January 03.

SAF/AQX and HQ AFMC/AE will work with the base-level Acquisition Centers of Excellence to develop individual implementation plans. Our POCs for this effort are Mrs. Sandra Meckley, SAF/AQXA, 703-588-7129 or DSN 425-7129 and Mr. Dwight Early, HQ AFMC/AE, DSN 986-0815.

LESTER L. LYLES, General, USAF
Commander
Air Force Material Command

MARVIN R. SAMBUR
Assistant Secretary of the Air Force
(Acquisition)

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Implementation Plan to Achieve

Deployment of the USAF Acquisition Discovery Map And Simulation Exercise

1. **Purpose:** SAF/AQXA, the Air Force Acquisition Centers of Excellence (ACE) and HQ AFMC/DR have been tasked by SAF/AQ and HQ AFMC/CC to manage the deployment of the "USAF Acquisition Discovery Map and Simulation Exercise - Agile Acquisition: The Transformation" to all AF acquisition and acquisition-related personnel and to institutionalize behavior changes that will transform the acquisition workforce. This document describes how that deployment will be achieved.

2. **Objectives and Products:** The objectives (intended end results) and intended end products of this project are as follows:

	Objective	Product(s)
1	Ensure all SAF/AQ and AFMC acquisition and acquisition-related personnel are provided training within six months. Other AF personnel, to include the following, should be trainined in a reasonable time frame: • Interested MAJCOM personnel • AF personnel residing in DoD agencies • AF personnel in "other" AF locations • Acquisition personnel in Space Command	• Integrated Master Plan (this plan) and Integrated Master Schedule (31 Jan 03) • Deployment Plan SSS/Briefing(s) for AFMC/CC and SAF/AQ approval (Early Feb 03) • Implementation Direction from SAF/AQ and/or AFMC/CC (Feb 03) • Progress metrics initially at the 90 day point then as req'd • Effectiveness feedback monthly or as req'd • Status briefings monthly or as req'd • Training sessions (as req'd)
2	Collect feedback regarding lessons learned relative to deployment and effectiveness of the training for AF senior leadership and to further institutionalize the behavior changes.	• White Paper and/or briefing for AFMC/CC and SAF/AQ • Survey Questionnaire • Reports generated from Continuous Learning (CL) Tracker -- Available for use by AQ and constituents

3	Provide new employees in acquisition or acquisition-related career fields equivalent training	• Follow-up training sessions (AFIT) • Orientation courses (Civilians) • Technology Training Courses (Military) • Explore opportunity of offering with 3 day PPBS training program in Crystal City VA.
4	Institutionalize training objectives in AF educational programs (i.e. behavior changes that will transform the acquisition and acquisition related workforce).	• New and/or updated courses and/or course materials • New and/or updated courses and/or functionally tailored course materials.

3. **Constraints/Groundrules:** Accomplishment of the identified project objectives will be governed by the following constraints/groundrules:
   - This requirement will be implemented in two phases:
     1) Initial Deployment (includes Discovery Map activities only); and
     2) Follow-on Deployment -- see objective 4 (other tools that may be developed by AFMC (or other AF organizations) at a later date). HQ AFMC ACE and Center ACEs will be the focal points for the Discovery Map deployment to AFMC organizations. HQ AFMC/DR will be the AFMC focal point for deployment of any follow-on tools or training. SAF/AQX and SAF/ACE will be the HQ AF focal points for deployment to personnel in the Washington Metro Area and other AF locations not under the cognizance of AFMC (as feasible). Examples of this include AF employees within Air Force Space Command (AFSPC), Defense Contract Management Agency (DCMA), National Imaging and Maping Agency (NIMA), Defense Logistics Agency (DLA), Defense Information Systems Agency (DISA), Defense Institute for Training Resources Analysis (DITRA), National Reconnaisance Organization (NRO), Air Intelligence Agency (AIA), National Security Agency (NSA), Missile Defense Agency (MDA), Air Force Inspection Agency (AFIA)
   - If delineation is necessitated, training the acquisition community (SPOs, ALCs, Test Centers, Labs) personnel takes priority over non-acquisition or acquisition-related personnel.
   - This training, with limited exception, is mandatory for all AF acquisition and acquisition-related personnel. This includes, but is not limited to, all personnel (including support contractors) assigned to a Program Executive Officer (PEO), Designated Acquisition Commander (DAC), System Program Director SPD, Development System Manager (DSM), System Support Manager (SSM), Product Group Managers (PGM) and acquisition-related functional organizations who's duties are associated with acquisition, acquisition logistics, test, or technology transfer. Each Center will be responsible for identifying their own individual personnel requiring this training within these guidelines.
   - Any union bargaining and/or notification obligations should be fulfilled at the command and local level prior to implementation.

- Standing meetings should be considered as training roll out opportunities i.e off-sites, forums etc. Keep in mind that this training is designed for participation of management and workforce together. This will make the biggest impact and show of support from leadership.
- No artificial constraints (i.e. pay grade, current certification level, or acquisition coding on billets) should be placed on attendance.
- Persons designated to serve as"Site Leaders" will receive training first, going through both the program and a train-the-Site-Leader class. Because the program is "facilitated" via video tape, the Site Leader acts as a logistics coordinator and presence in the classroom to distribute materials, guide the participant questions, etc. These initial Site Leaders will train additional Site Leaders in their respective locations. Delivery of the program is designed as a "see one, do one" construct -- participation in a class imparts the knowledge to lead a class.
- TDY requirements for deployment should be minimized if possible.
- The program requires approximately four hours to complete and is optimally designed for groups of 14 to 28 people, divided into teams of five to seven. Both smaller and larger groups can be trained, with each team requiring a set of materials and large table. Optimum training site specs will be provided in the Site Leader Guide.
- Initial training materials will be available NLT 2nd week of Mar 03. Additional training materials can be ordered through SAF/AQXA via the AFMC ACE or professionally printed locally. If ordered, additional materials will take about a week to reproduce plus mailing time.
- If leadership message changes, training materials can be updated to reflect the new message.
- This training qualifies for four hours of continuing education credit. Attendees registering with the CL Tracker software will have credit applied automatically in support of the AF Office of the Secretary of Defense (OSD) Continuous Learning requirement upon training (and survey) completion.

4. **Assumptions:** Accomplishment of the identified project objectives are based on several premises that will be monitored during project execution for validity. If any assumption eventually turns out to be false, the project lead will work with the supporting agencies to determine the impact on the project and adjust accordingly.
   - Sufficient ACE and/or Base-Level Training Flight and organizational resources (people and facilities) will be made available to meet the stated objectives. AFMC CC and SAF/AQ endorsement of this plan invoke ACE(s) and/or other responsible training organizations to complete objectives.
   - Individual training certificates and four hours of continuous learning will be credited upon completion of the training. CL tracker can [exponentially] streamline this process.
   - Mandatory training will be assigned and tracked at AFMC with ETMS. The rest of the Air Force will use CL Tracker.

- AFMC organizations will provide feedback on written forms at the training site at completion of the training. The rest of the Air Force will provide feedback on-line through CL Tracker.
- Neither SAF/AQ nor HQ AFMC will provide funding to implement deployment of this Acquisition Discovery Map training. However, funding requests will be considered on a case by case basis.

5. **Implementation Strategy:** The deployment of this training will be accomplished in four broad steps:
   1) AFMC-wide and AQ-wide planning;
   2) training the Site Leaders;
   3) training leadership and the workforce (including more Site Leaders); and
   4) providing follow-on training: steps 1 thru 3 constitute Phase 1 of this plan. Step 4 is Phase 2. This implementation plan will focus on Phase 1; Phase 2 will be addressed in detail in a separate plan TBD.

   5.1 Step 1 - Planning: This involves:
   1) identification of personnel to be trained, including but not limited to the various AF Major Commands (MAJCOMs), centers, bases and DoD agencies;
   2) metrics development;
   3) registration process development;
   4) feedback process development;
   5) identification of training dates and facilities;
   6) identification of training material requirements; and
   7) development of an Integrated Master Plan and Integrated Master Schedule (IMP/IMS) and summary briefing. This plan will serve as the IMP. An implementation briefing and/or Staff Summary Sheet (SSS) that summarizes the IMP/IMS must be completed to support AFMC/CC and SAF/AQ review and approval of this deployment plan NLT 31 Jan 03.
   8) development of comprehensive public affairs strategy that will reinforce the map training objectives and establish a positive impression on the workforce. This strategy will be developed jointly by AQ, AFMC and PA.
   9) union bargaining and/or notification, as required.

   5.2 Step 2 - Train the Site Leaders: This involves ultimately training enough Site Leaders to meet workforce training requirements at SAF/AQ, each Product and Logistic Center, Test Centers and yet to be determined locations. The SAF/AQX, SAF/ACE, HQ AFMC and Center ACE Teams will be the initial training cadre to serve as Site Leaders. The Train-the-Site Leader training for this group will be provided in a session facilitated by Paradigm Learning scheduled for the first full week of March at a location agreeable to both SAF/AQ and HQ AFMC. The ACE Site Leaders will lead the initial workforce training sessions that will also be used to develop an additional/alternate pool of Site Leaders.

   5.3 Step 3 - Leadership and Workforce Training: This is the implementation of the Discovery Map training for the AF acquisition and acquisition-related workforce.

All who attend will be required to register for an available class time, attend the training as registered, and provide feedback (course critique). After the course is completed a training certificate will be awarded and four hours of continuous learning will be credited. It is the intent of SAF/AQ and HQ AFMC/CC for all acquisition leaders (PEOs, DACs, SPDs) to complete this training. Acquisition leadership presence represents an organizational commitment to this training and to the importance of our impending transformation. Leaders should make every attempt to attend a general workforce session. As indicated previously, training sessions can be set up to accommodate SPO structures, organizational offsites or the like.

5.4 Step 4 - Impending or Future Follow-on Training: This involves:
1) ensuring the desired behaviors from the Discovery Map training are captured and implemented in other Air Force training provided by AFIT and other sources;
2) providing new members entering the acquisition workforce this (or equivalent) training after the initial deployment phase concludes; and
3) addressing feedback received from the initial deployment phase. The details of this step will be addressed at a later time, in a separate document.

6. Project Environment:

6.1 Primary Stakeholders

- Workforce Culture Transformation Board (WCTB)
- SAF/AQ, AQX, ACE, AQXA, AQXD
- AFMC/CC, AE, DR, TR, DP
- Center ACEs, Center/Base Training and Education and Manpower Organizations
- AFIT
- AFSPC

6.2 Organization

SAF/AQXA is the overall management lead for development and deployment of the Acquisition Discovery Map project within the USAF. The Discovery Map rollout will be managed at AFMC organizations by the AFMC ACE (overall lead) and Center ACE teams (Center leads). SAF/AQX and SAF/ACE will manage deployment within HQ AF and other sites TBD. With the assistance of the Workforce Culture Transformation Board, HQ AFMC/DR will determine a Phase 2 follow-on training strategy. The ACE and HQ AFMC/DR teams will solicit additional support from their Center/Base Training and Education and other organizations as required.

6.3 Responsibilities

- SAF/AQXA has overall responsibility for all aspects of implementing this training and ensuring implementation at HQ USAF, SAF, and any MAJCOMs other than AFMC and reporting overall Air Force implementation status.

- HQ AFMC/AE (ACE) is responsible for the ensuring deployment of this training is accomplished throughout AFMC, meeting HQ AFMC deployment objectives, and reporting AFMC-wide deployment status to HQ AFMC/CC and SAF/AQ (Paras 5.1-5.3). AFMC/AE will work with HQ-level 2-ltr organizations to identify the HQ AFMC population requiring training. AFMC/AE will work with AFMC/DPCL to address any command-level union bargaining and notification obligations.
- The Workforce Culture Transformation (WCTB) and HQ AFMC/DR is responsible for defining and implementing follow-on transformation training within SAF/AQ, AFMC and reporting follow-on training status to HQ AFMC/CC and/or SAF/AQ as required (Para 5.4).
- The Center ACEs are responsible for meeting individual Center deployment objectives and reporting Center deployment status to HQ AFMC/AE (Paras 5.1-5.3). The Center ACEs will work with center-level 2-ltr organizations to identify the Center population requiring training. Center ACEs will work with the local labor relations office to fulfill local union obligations.
- HQ AFMC/DP will assist ACE teams in identifying individuals requiring this training and building their training requirements into ETMS Web to track training completions. Base level Education and Training flights will work with Center organizations to determine procedures for scheduling and documenting training.

6.4 Points of Contact

Organization	Name	Phone (DSN)
SAF/AQXA	Janet Hassan	425-7110
	Jim Wolffe	425-7154
	Sandra Meckley	425-7129
SAF/AQXD	Carolyn Willis	425-7120
	Lt Col Scott Harwood	425-7276
	Maj S. Teague	425-7131
SAF/ACE	Col Ralph DiCicco	703-253-5656
Workforce Culture Transformation Board		425-7240
HQ AFMC/AE (HQ ACE)	Dave Weber	986-0817
HQ AFMC/DPE	Judy Lloyd	986-3277
HQ AFMC/DPC	Stacy Zaire	986-2837
HQ AFMC/DR	LTC Vita Eonta	787-0288
AAC/AE	LTC Ken Pickler	872-7150
AEDC/AE	Sandy Snyder	340-4720
AFFTC/AE	Patrick Terry	527-7411
AFRL/AE	Bob McCarty	674-4392
ASC/AE	Lynn Ervin-Dale	785-5533
ASC/PM	Lisa Hunter	785-7180
ESC/AE	Jim Muise	478-2674
	Mark Klicker	478-6080
311 HSW/AE	Mike Mullen	240-6299
OO-ALC/AE	Steve Adams	777-1955

	Randy Butcher	777-4453
• OC-ALC/AE	Sandi Bennett	339-4241
	Cristie Ditzler-Smith	884-9491
• WR-ALC/AE	Linda Hammock	468-0260
• SMC/AE	Renae Campbell-Labriola*	833-6678

*SMC is not required to deploy this training at this time (outside SAF/AQ execution chain). They are included here for information purposes only.

7. Resource Requirements:

7.1 Manpower – TBD by implementing organizations. Implementation will require project managers, Site Leaders (training facilitators), and organizational training resources for the duration of the initial deployment period. Key SAF/AQ personnel will be required to attend AFMC sponsored training sessions as a show of commitment and to oversee execution of the implementation plan.

7.2 Facilities – Classrooms with tables for multiple teams of 4 to 8 persons (7 persons is optimal). Each team requires one large table, with chairs for each team member. The larger the classroom, the more teams that can be trained in a single class.

7.3 Equipment – SAF/AQXA-supplied training materials, to include:
1) Activity videotape, which acts as facilitator (1 per classroom);
2) Site Leaders Guide (1 per Site Leader);
3) Discovery Map (1 per team);
4) Discovery Map cards (1 set per team);
5) Simulation materials (1 set per team); and
6) VCR and video projection capability.

7.4 Costs – 1) TDY for up to two people per Center to attend one six hour offsite "Train-the-Site Leader" session (est. $20K); 2) local professional printing of training materials, if required. SAF/AQXA can/will provide all needed training materials (initial estimate is 300 Maps and Cards with 250 sets being for AFMC organizations, 50 Videos and 50 CDs), but will require a two-week turnaround (one week to produce, one week to ship) to make them available.

7.5 Funding – No funding is being provided by SAF/AQ or HQ AFMC to implement this training. Requests will be considered on a case by case basis.

8.   Milestone Schedule:

• Implementation Plan Submitted	31 Jan 03
• Initial "Train-the-Site Leader" Training	2nd week Mar 03
• Mass Training Deployment Starts	3rd week Mar 03
• Initial Deployment Complete	EOM Sep 03

- Feedback to AFMC/CC and SAF/AQ   Monthly and as req'd

		CY 2003											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Phase 1	Plan Approved/Direction	◇											
	Final Training Materials		△										
	Train-the Trainers			◇									
	Deployment			△						△			
	Feedback		◇	◇	◇	◇	◇	◇	◇	◇			
Phase 2	Follow-on Deployment		△										